

**M.Com. Part II**  
**(Accounting for Managerial Decision )**

**Objective**

The Objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

**Course Inputs**

1. **Budgeting : (25 Marks)**  
Definition of budget; Essential of budgeting; Types of budgets - functional, master etc. ; Fixed and flexible budget; Budgetary control; Zero-base budgeting; performance budgeting.
2. **Standard Costing and Variance Analysis : (25 Marks)**  
Standard costing as a control technique; Setting of standards of their revision; Variance Analysis - meaning and importance, kinds of variance and their uses - material labour and overhead variances; Disposal of variances; Relevance of variance analysis of budgeting and standard costing. Reconciliation of Standard Profit with actual profit
3. **Managerial Costing and Break-even Analysis:**  
Concepts of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even- analysis; Decisions regarding sale-mix, make or buy decisions and discontinuation of a product line etc.
4. **Emerging Dimension in Management Accounting : (25 Marks)**
  - a. Responsibility Accounting
  - b. Activity based costing
  - c. Just in time

Note : - 1 question from each unit with internal options. 75% for practical example and 25% for theory

**References:**

Anthony, Robert : Management Accounting, Tarapore-wala, Mumbai.  
Barfield, Jessie, Ceity, A. Raiborn and Michael R. Kenney: Cost Accounting : Traditions and Innovations, South Western College Publishing, Cincinnati, Ohio.  
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Garrison, RAY H. and Eric W. Noreen: Management Accounting, Richard D.Irwin, Chicago.  
Hansen, Don R. and Maryanne M Moreen: Management Accounting, South-Western College Publishing, Cincinnati Ohio.  
Horngren, C.T Gray L. Sundem and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.  
Horngren Charles T., Geroqe Foster and Srikant M. Daliar: Cost Accounting: A Managerial Emphasis, Prentice Hall, Delhi.  
Lall, B.M. and I.C Jain: Cost Accounting: Principles and practice, Prentice Hall Delhi.  
Pandey, I.M: Management Accounting , Vani Publication, Delhi.  
Welsch Glenn A. Ronald W. Hilton and Paul N. Gorden: Budgeting, Profit Planning and Control, Prentice Hall Delhi.